

Coaching and Counseling

The Art of Developing Others



*Federal Emerging Leader
Development Course*

12 April 2023



Consulting Group LLC

The Differences Between:

Counseling: Focuses on past performance and future potential

Coaching: Focuses on the present and the practice of skills

Mentoring: Focuses on future and capabilities that may not already be present

Counseling



Focuses on past performance and future potential

Counseling

Counseling is a dyadic relationship between a counselor and a counselee. A counselor offers help to the counselee in related issues like problem solving, goal achievement etc.

Coaching

Coaching: helping a person change in the way they wish and going in the direction they want to go, supporting them at every level in becoming ...

Who They Want To Be.



Coaching is not Counseling

Coaching is an ongoing developmental process that enables employees to develop whatever skills they need to improve their performance within any environment. Coaching is handled by a coach who may or may not be a supervisor and who provides support and advice. Coaching is professionally related not specifically job related.

Counseling has a very different tone and purpose. While similar to coaching in that it is a one-on-one activity, counseling is usually job related and addresses employee's work performance. These issues could be either personal or professional but are always work-related.

MEMORANDUM FOR: CHIEF HUMAN CAPITAL OFFICERS
From: DR. JEFF T.H. PON, DIRECTOR
Subject: Coaching in the Federal Government
10 Sept 2018

Types Of Developmental Counseling

- Event Counseling
- Performance Counseling
- Professional Growth Counseling



Event Counseling

Event-oriented counseling involves a specific event or situation. Examples of event-oriented counseling are:

- Superior or substandard performance
- Onboarding
- Crisis Counseling
- Referral Counseling

Performance Counseling

- Review of subordinate's performance
- Establishment of performance objectives
- Focus on the future
- Communicates standards
- Establishes and clarifies expected values, attributes, and competencies.

Professional Growth Counseling

- Planning for accomplishment of goals
- Discuss strengths and weaknesses
- Create an Individual Development Plan
- Pathway to Success

Four Stage Counseling Process

- Identify need for counseling
- Prepare for counseling
- Conduct counseling
- Follow-up

Identify Need for Counseling

- Organization Policies
- Developing Subordinates
- Is It Performance Or Is It Disciplinary

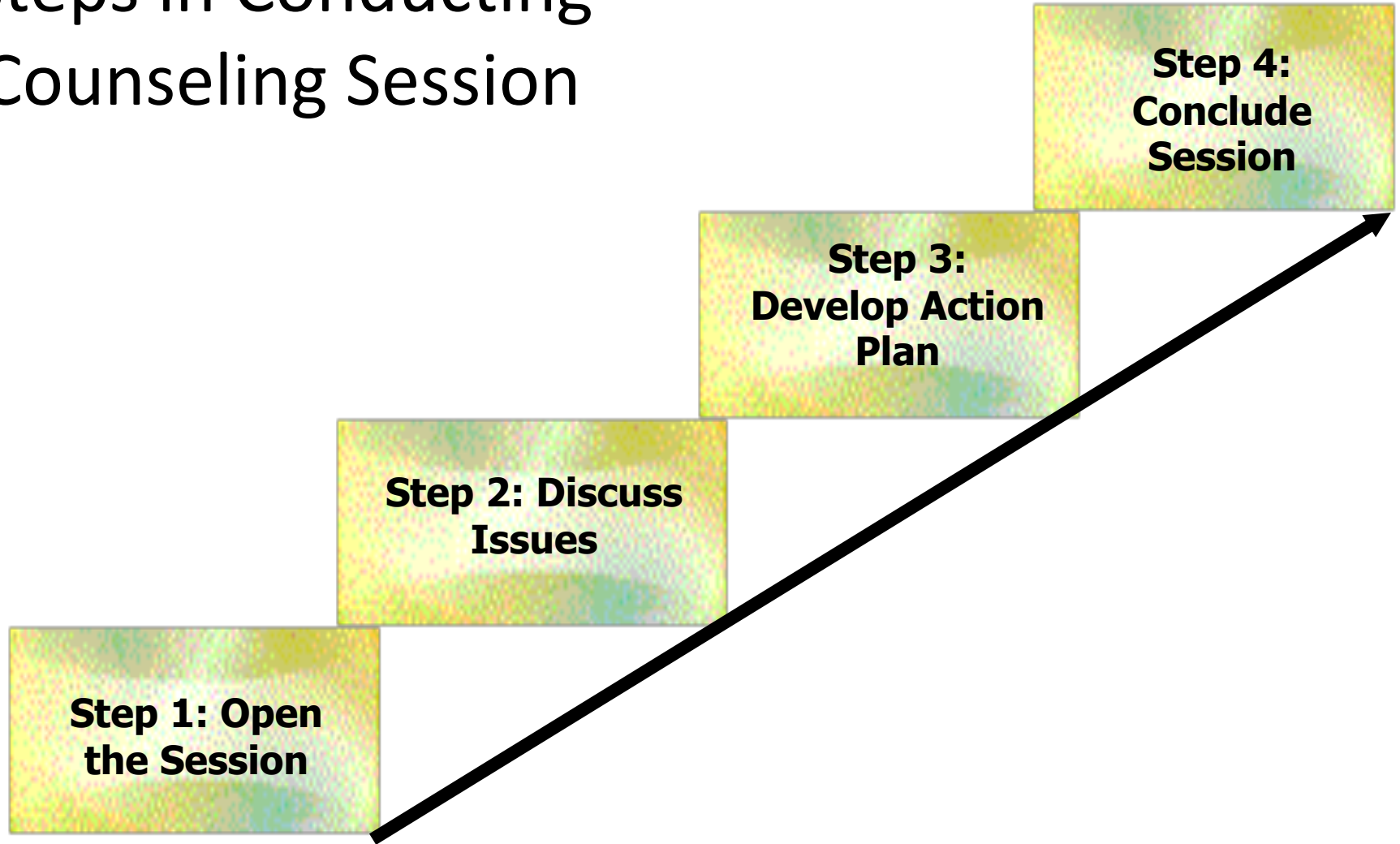


Prepare for Counseling

- Outline the counseling session components
- Plan counseling strategy
- Establish the right atmosphere



Steps in Conducting Counseling Session



Step 1:

Open the Session

What's Being Done...

- ✓ Establish Rapport.
- ✓ State Purpose.

LEADER'S BEHAVIOR

- Friendly greeting, reduce fears, and be informal.
- Move from behind desk. (Remove barriers to communication.)
- Be courteous, businesslike, and give undivided attention.
- Note taking?
- Confidentiality of session?
- Relationship with employee?

Step 2:

Discuss Issues

What's Being Done...

- ✓ Review the event that generated the session.
- ✓ Provide feedback on development:
 - Accomplishments
 - Areas for improvement.

LEADER'S BEHAVIOR

- Solicit input and clarify perceptions. **“Ask before telling”**
- Praise what is done right and provide encouragement.
- Use employee's words.
- Give specifics and use “I” messages.
- Actively listen (Don't argue, evaluate, or jump to conclusions).
- Is shortfall due to lack of competence or commitment?

Step 3: Develop Action Plan

What's Being Done...

- ✓ Joint agreement to sustain or improve.
- ✓ Assess resources available:
 - Training
 - Professional Development (Approved by Supervisory Authority)
 - Leader's Guidance
 - Time

LEADER'S BEHAVIOR

- ✓ Solicit employee's recommendations.

Step 4: Concluding the Session

What's Being Done...

- ✓ Review Notes.
- ✓ Discuss Future Performance. Be Specific.
- ✓ Follow-Up (Set Time & Date).

LEADER'S BEHAVIOR

- ✓ Sort out concerns.
- ✓ Discuss value of session.
- ✓ Check for understanding.

Follow-up

- Assess the Plan of Action



Approaches To Counseling



Nondirective Approach

- Preferred for most counseling sessions
- Leaders assist subordinates in developing solutions
- Leaders tell subordinates about the counseling process and explain expectations
- Subordinates demonstrate initiative during counseling

Directive Approach

- To correct simple problems
- On-the-spot corrections
- Correct aspects of performance
- Leader does the talking

Combined Approach

- Uses techniques from both directive and nondirective
- Emphasizes the subordinate's planning and decision-making responsibilities

Key Facts in Counseling

- ✓ 70% of a leader's time is spent on preparing to counsel; only 30% is spent in the counseling session
- ✓ Review duties, responsibilities, and objectives
- ✓ Summarize



Tips For Effective Counseling

- Be sincere in your desire to help
- Being willing to brainstorm alternatives
- The counselor cannot fix the employee's problem, only the employee can do that.
- Don't use confrontational language with the employee
- Use supportive language
- Ask open-ended, sincere, probing questions

Coaching

Guiding Another
Person's
Development





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“Coaching is a conversation, a dialogue, whereby a coach and the employee interact in a dynamic exchange to achieve goals, enhance performance and move the employee forward to greater success.”

A Coach Can: build rapport, ask good questions, create self-awareness.

A Coach Understands: that people have all the resources to solve their own problems. Coaches do not try to 'fix' the employee but rather to bring awareness to factors such as frames of mind (beliefs, values, feelings, identity etc) that might be limiting performance.

With this clarity the coach and the employee can plan together a strategy to achieve the desired outcome.

Follow-up is a Leader's
Responsibility

Assess the Plan of
Action



On your 3x5 card:

Describe how you want to be
coached.

I want (expect): ...

DO NOT SHARE THIS WITH YOUR PARTNER

Practical Exercise



- Exchange Developmental Plan Materials
- Prepare to Coach the other Person
- Conduct a Coaching Session
- Exchange Feedback

So How
Did That
Go?



DID YOU GET WHAT YOU WANTED OR EXPECTED?

Questions ?

